

The Write Time is committed to formally documented quality assurance systems covering all of the services provided and the internal processes of the business. The system is characterised by continuous improvement of these services and activities through regular monitoring and evaluation. The prime purpose of the Quality Assurance Framework is to ensure learner and client requirements are understood and satisfied and their interests are represented as accurately and consistently as possible.

It achieves these aims through the following

- Applying the principles embodied in the European Framework for Quality Management and the Investment in People standard, and the Best Value process
- Meeting the requirements of Ofsted
- Designing quality systems and procedures which are clearly documented and readily accessible to staff
- Seeking external recognition for the quality of the company's approach
- Ensuring the system is dynamic, recognises changing circumstances and is regularly reviewed
- Making available initial and advanced training to ensure staff know of The Write Time specific policies and procedures to maintain awareness and keep them up to date with changes, and to identify areas of good practice to embed them in cross-service delivery.

The Write Time Quality Assurance Framework

The Quality Assurance Framework (QAF) is a strategy that helps projects identify their strengths and weaknesses and develop a set of balanced and focused targets to work towards improving performance and practice. The framework will deliver the best results to those projects that are self-motivated, undertake self-evaluations with rigour and accuracy, and are genuinely committed to further improving services.

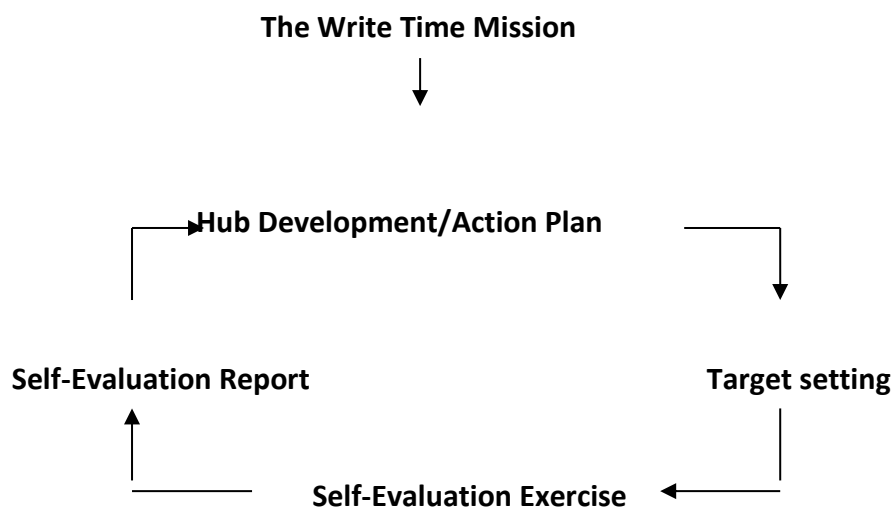
Feedback shows that involving staff from all levels in the service in the quality assurance process provides the most robust and accurate assessment and reaps the greatest rewards. It ensures that all projects understand how effective practice relates to them and so sign up to deliver improvement plans.

This QAF provides a summary of the policies and procedures involved in operating this strategy. It sets out how quality development is managed, explains how evidence is collected and how the quality of the service is evaluated so that needs are analysed and targets are set for quality development.

The QAF does not deliver improvement in itself. It should be an integral part of a wider commitment from all staff to improve the quality and effectiveness of the work of The Write Time.

The Write Time - Quality Cycle

The Write Time Quality Assurance Framework is based on an integrated cycle of evaluation, planning, implementation and review as illustrated below.



Self-evaluation

The cornerstone of the Quality Assurance Framework is self-evaluation. It forms the basis of a strong self-review, across the system, which underpins priority setting, business planning and ongoing improvement.

The ability to self-evaluate effectively, identify strengths and weaknesses and implement identified improvements is critical to the development of a continuously improving organisation.

The Write Time self-evaluation process requires managers, in collaboration with practitioners and beneficiaries, to undertake a review of the evidence of practice in their service, using the key indications of quality as identified below:

- Curriculum provision
- Teaching, learning, assessment and achievement
- Welfare, health and safety of learners
- Suitability of staff
- Resources
- Provision of information
- Leadership and management
- Local targets

The provision and analysis of robust data will be a vital foundation for self-evaluation.

The Learning Hub should draw upon a wide range of performance data to inform their self-evaluation report and where possible compare their performance with others through the use of benchmarking data/comparison with similar projects as appropriate.

Possible sources of evidence in The Write Time:

- Performance against targets
- Findings from observations of teaching and learning
- Feedback from stakeholders
- Outcomes from quality assurance monitoring work

- Inspection reports
- APR/Evaluation data/reports
- Performance trends and benchmarking information
- Feedback from learners
- Balanced Scorecard assessments
- Staff reviews

Development Plans

The self-evaluation report should directly relate to, and drive, the project's a development/action plan to demonstrate how strengths can be sustained and improved and how key areas for improvement can be addressed. The outcomes of the self-evaluation are a basis for action.

As with all planning processes, The Write Time managers and strategic partners will need to consider a range of issues such as:

- The likely effectiveness of the planned action delivering the required improvement level
- How to progress the specific action
- The time/cost to be expended in undertaking the action
- The resourcing implications of managing the improvements and ensuring they are delivered

Effectiveness will need to be measured by the regular monitoring and evaluation of progress against objectives. The self-evaluation report should include an evaluation of the extent to which actions identified in the previous report have secured improvement. Of particular importance are trends in performance over time and how the Learning Hub will have been influenced and responded to these trends.

Mid-term review

Approximately halfway through the cycle, projects will be asked to provide a progress report against their Development/Action Plans. This should provide a brief indicator of whether each target is met, underway, not yet started or no longer applicable. Where targets have not been met, some indication of when it is planned they will be should be provided.

Strategic Plan

Strategic planning is needed to establish the future direction of any business. It involves undertaking a review of current activities and asking the following questions:

- Where are we now?
- Where do we want to be in the future?
- How do we get there and what strategies do we need to put in place?
- Is our self-evaluation effective in identifying our strengths and weaknesses?
- How do we address our weaknesses and build on our strengths?

Write Time's strategic plan sets out a long-term strategy for a period of three years. It includes:

- The *vision* for the organisation
- The *values* of the organisation
- *Business objectives*
- The organisation's *key strategies*

The strategic plan should both inform, and be informed by, Learning Hub's self-evaluation outcomes and development plan.

Quality Assurance Systems

The purpose of The Write Time's quality assurance systems and procedures is to ensure that the quality of provision that learners receive is never less than satisfactory.

The Write Time's self-evaluation system is underpinned by a series of policies, procedures and materials designed to support staff in the development and delivery of high-quality provisions.

Copies of all policies and procedures are available electronically on the company intranet as well as in hard copy in The Write Time office.

The Write Time Senior Leadership Team are responsible for ensuring all policies and procedures are adhered to.

Supporting Improvement Activity

To ensure The Write Time staff are appropriately trained and supported the following activity takes place.

Team meetings:

- Face-to-face meetings are a critical aspect of management and quality assurance systems. They are scheduled regularly throughout the year (see QAF).
- A formal record is kept of all meetings and circulated as appropriate to ensure effective dissemination of information and sharing of best practices (one-to-one meetings are exempt from this process).

Staff training and development

- Staff are asked to review the learning and development undertaken each year as part of the staff review process and to identify future needs.
- All staff undergo a comprehensive induction process upon joining the organisation.